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CLASS SPECIFICS

AGENDA

CLASS SPONSORS

CLASS ROSTER

ACADEMY BACKGROUND

ACADEMY BACKGROUND

The following is an excerpt from The California Forum on Information Technology (CFIT) Report.

The Need for Qualified Managers

The State of California is a recognized leader in the use of information technology. By aggressively adopting automation, the State has been able to control costs while providing increasingly higher levels of quality public services. Computer-based information systems are indispensable to the effective operations of virtually all State programs. The efficiencies realized through automation are necessary to maintaining required levels of operations within a balanced budget.

Agency data processing organizations will face a crisis of management in the coming decade. The explosion in the number of technical alternatives, coupled with the increasing complexity of information technology, is challenging the knowledge and skills of the managers who are responsible for planning and implementing automated systems.

Successful data processing management requires strong administrative and political skills, as well as working knowledge of information technology. Agency executive management is increasingly aware of the need for systems managers to participate fully in developing strategic plans for employing information technology in support of the accomplishment of agency goals. Successful management of the data processing function requires managers who are capable of functioning as full members of the agency's senior management team. These Managers must be able to view emerging developments in information technology in relation to their agency's mission and program goals.

As a major consumer of information technology products and services, the State requires data processing managers with strong negotiating skills and the highest ethical values in order to exploit opportunities to reduce costs and develop advanced applications.

Development of the complex skills necessary to manage technology effectively during the 1990's requires focused training. No training structure existed for improving the State's ability to manage information technology in this rapidly evolving environment. This lack of specific management training forces the new data processing manager to attempt to cope with an increasingly complex environment using only skills previously developed as a technical specialist.

The CFIT Response:

Recognizing the need, in October, 1988, a subcommittee of CFIT senior managers was organized to address the issue of data processing management development.

The subcommittee established the following goal:

"Put in place the mechanisms necessary to ensure continuous availability of highly qualified data processing managers to meet the growing needs of State agencies."

June 1989, the Subcommittee made their recommendations the CFIT Executive Committee, which included establishing a Data Processing Managers' Training Academy.

ACADEMY BACKGROUND

The CFIT approved the proposal and under the sponsorship of the State EDP Education Program (SEEP), held the first Data Processing Managers Academy (DPMA) in June 1990.

What Is The Data Processing Managers' Academy?

The Data Processing Managers' Academy is a year-long program which includes eight separate sessions and a class project. Each session focuses on a specific management skill or expertise.

During the year, The participants learn skills needed to effectively manage data processing operations and information systems development. They study subjects which affect all managers, but take on a special focus when looked at from a data processing perspective. Participants meet with data processing executives from the private sector, control agencies, and other state agencies. Individuals also benefit from networking opportunities shared with each other during the class sessions, social events, and group projects. In additions, three executive class sponsors and three class managers take part in the various sessions all year.

Candidates must be nominated by their respective department's data processing chief, then SEEP and the Academy sponsors screen and make the final selections. Each class consists of 24-25 participants from the Data Processing Manager I and II, Staff and Senior Programmer Analyst, and Staff and Senior Information Systems Analyst classifications.

The sponsors, immediate supervisor and the candidate must agree to the year-long commitment required in the intensive training program. The candidate must be prepared to make the time commitment, must actively participate in the various class sessions and the class project, and must be open to the concept of sharing ideas. Some of the sessions and the class project will require a substantial amount of time outside of the scheduled program.

ACADEMY SYLLABUS

EXECUTIVE OVERVIEW - DPM ACADEMY SYLLABUS

This syllabus gives a brief description of the courses included in the DP Managers Academy program. The various courses were spread over a one-year period, averaging one class every other month. This syllabus will give future Academy attendees more information about the expectations and time commitments required to successfully complete this program.

Since most of the courses are interactive, being better prepared for each class increases their value and benefits. All attendees have a full-time job back at their worksite, so some of these classes require a significant amount of "personal" time in order to complete homework assignments.

Our intention when developing this section was to provide information that would be useful when allocating Academy time and effort.

Course Title: **THE ROLE OF THE DATA PROCESSING MANAGER**

Location: Local hotel meeting room

Length: One day

Format: Academy orientation - lecture

Prerequisite: None

Homework: The class project is discussed

In-Class Work: Some question and answer

Handouts: Startup package

Expectations: Managers will better understand the origin and purpose of the DP Academy

ACADEMY SYLLABUS

Course Title:	VAN WRITE FOR CONCISE BUSINESS WRITING
Location:	SEEP
Length:	Two hours per day, twice a week, for six weeks
Format:	Class reduced to 4-5 managers per session. Very interactive
Prerequisite:	Managers are expected to bring samples of their business writing, with copies for classmates, every session to analyze and evaluate
Homework:	Nearly every day. Expect to spend an hour or two each evening of the class working on writing assignments.
In-Class Work:	Mostly a review of homework and critique of previous written documents. Instructor presents a unique method of using color markers to identify key elements of sentence structure.
Handouts:	A good binder of information and daily handouts of examples of good and bad writing. Explores in-depth: phrases and clauses; different sentence styles; subject-verb placement; and prepositional phrases.
Expectations	Managers will produce and edit business writing more quickly. Course teaches students to write more concisely and correctly. Distinguishes between written and spoken language.

ACADEMY SYLLABUS

Course Title:	PUBLIC SPEAKING
Location:	SEEP
Length:	Three days
Format:	All academy managers in attendance. Very interactive with a minimum of 5 oral presentations apiece (1 to 5 minutes). Students learn a variety of methods including the use of an overhead projector, flip charts and simple graphics in lieu of words.
Prerequisite:	None. Flip charts, pens and overheads are available in class.
Homework:	Expect to spend two to four hours each night preparing for the next days' presentations.
In-Class Work:	Mostly a critique of each others' presentation with a lot of helpful hints from the instructor. A chance to learn to control the "butterflies" or nervousness often associated with giving an oral presentation. Analysis of each others' presentations are helpful and candid.
Handouts:	Each student receives a video tape of several of their presentations.
Expectations	Managers will learn methods of effective delivery styles, how to manage time and visual aids efficiently and how to know your audience. You will also get some hints on appropriate dress, building audience rapport and handling questions and difficult people.

- Course Title: **STRATEGIC PLANNING**
- Location: SEEP
- Length: Two days
- Format: Mostly lecture, some workbook class exercises
- Prerequisite: Managers should obtain copies (if they exist) of their department's business, strategic and IMS plans. Prior to the class, an extensive survey was sent to each student designed to evaluate each student's understanding of these plans, their involvement and concurrence.
- Homework: None.
- In-Class Work: Broke into teams to "brainstorm" the thought processes involved in writing a strategic plan. Discussed various elements and knowledge of our own department's strategic and business plans. Completed some workbook exercises.
- Handouts: An extensive workbook designed to assist a department in developing a strategic plan. Numerous copies of overheads discussed in class.
- Expectations: Managers should understand the need and process for the development of these various plans and should be able to design or certainly participate in the design of these documents in their own departments.

ACADEMY SYLLABUS

- Course Title: **"HOW DO WE GET FROM HERE TO THERE?" (STATE POLICIES FOR TECHNOLOGY MANAGERS)**
- Location: Off-Site, Granlibakken Conference Center - Tahoe City
- Length: 3.5 days
- Format: Various speakers and interactive class projects.
- Prerequisite: Many of the speakers were chosen based on input from the class.
- Homework: In-class project.
- In-Class Work: Divided into teams to prepare that teams class project.
- Handouts: Most speakers had handouts to go along with their presentations.
- Expectations: Academy participants get an excellent opportunity to work closely with their classmates and the sponsors. The off-site facility allows individuals to get away from the day-to-day activities of the office and focus on issues and problems facing DP managers today. Discussions include how to deal with control agencies, the Legislature, the Governor's office, Agency Secretaries, and Department Directors.

Course Title:	WIN-WIN NEGOTIATION
Location:	Seep
Length:	2 days
Format:	Mostly class room role-playing
Prerequisite:	None
Homework:	None
In-Class Work:	Divided into teams to role-play predetermined scenarios to illustrate some of the elementary points of negotiation. Other class members acted as observers and reported on the process as they saw it develop.
Handouts:	A good workbook that further reinforced the instructor's lectures and experiences.
Expectations	Managers will learn more techniques for negotiating with subordinates, other managers and outside vendors or users. Many good hints and ideas on how to "read" the situation and know how to get something of value out of every negotiation.

ACADEMY SYLLABUS

Course Title:	LEADERSHIP SKILLS
Location:	SEEP
Length:	2 days
Format:	Lectures and classroom role playing.
Prerequisite:	None.
Homework:	None.
In-Class Work:	Divided into teams to practice verbal and non-verbal techniques that enhance one's ability to build rapport and communicate with others. Completed a self evaluation form that described our individual strengths and weaknesses regarding motivation.
Handouts:	A good workbook that further reinforced the instructor's lectures and defined many motivational skills and techniques.
Expectations	Managers will learn to make effective use of advances in motivation techniques in ways that enhance interpersonal relationships, communications, and decision making with others. Completion and analysis of the personal motivation survey will more clearly define our own strengths and weaknesses, and provide recommendations as to how to build upon the strengths and minimize the weaknesses.

CLASS PROJECT PROCESS

DATA PROCESSING MANAGERS ACADEMY CLASS PROJECT PROCESS**INTRODUCTION**

Each Data Processing Managers Academy (DPMA) class is required to do a class project. Alumni from prior classes feel that they did not receive enough information about the time commitment required for the class project prior to entering the Academy. To increase awareness, this section provides information about expectations and suggestions for getting started and having an enjoyable and fun class project experience.

WHY A CLASS PROJECT?

The class project provides an opportunity for the members of the Academy Class to network with one another outside of the classroom and to work together on a common goal. By interfacing as a team, you become familiar with other team members knowledge, skills, and background. You develop team work skills and gain experience managing a large diversified project team. The networking provides a framework for working successfully on large multi-departmental teams to solve common IT problems.

TIME COMMITMENT

A class project requires a time commitment from each member of the academy class. Expect to spend up to two hours per week or more on your class project. How much time will be required depends on the project your class selects and the time commitment required during various phases of your particular project. Often, the time spent on the class project is during lunch-hour meetings or outside of normal work hours. Alumni often feel that too much time was required to do the class project they selected. However, when it was over, they realized the value and the benefit of participating.

OBJECTIVES

Each DPMA class is to work as a team to:

- Select, plan, develop and present a class project.
- The project is to benefit the data processing community.
- All class members must participate.
- The class must present to the Class Managers, the selected project, the project objectives and deliverables and a plan containing timelines and milestones for developing the project.
- The project is to be completed by the end of the DPMA and presented to the Class Managers and Class Sponsors.

PROCESS**Class Managers**

- Class Managers will meet with the class to provide general information about the class project
- Class managers must approve of selected project.
- Class managers must be kept informed of progress.
- Class managers will be available to provide guidance.

DATA PROCESSING MANAGERS ACADEMY CLASS PROJECT PROCESS

Select a project

- Meet early to select a class project.
- Select a project that is manageable and that can be completed on time.
- Have some fun with the project and be creative.
- Pick a project that has a identifiable product.
- Keep it simple.
- Brain storm, use "mind mapping" or surveys to help identify and select a project.
- Remember that this class project is to be done on your own time. No time is included in the academy for working on your class project.
- Recognize that all team members may not be able to commit the same amount of time.

Plan the project

- Meet as early as possible to get started on the class project.
- Identify and document objectives) of the project.
- Set some timelines and milestones to be met.
- Break into work groups.
- Delegate & assign tasks to volunteers.
- Schedule and hold progress meetings.
- Keep the communications open (exchange phone numbers, PROFS IDs, fax numbers and suggestions on class meeting locations).

Develop the project

- Each work group to have task(s) to complete by a certain time.
- Each work group to schedule what ever meetings they need for themselves.
- Each work group to keep other work groups informed of status (ask for help if you need it!).
- Remember that even though each work group may be working independent of the other work groups, that each work group's work must come together as a whole class project. Work together, share information and ideas.

Presentation

- Identify what you as a team want to present to your class managers and sponsors about your class project.
- Find out how much time you will have.
- Select presenters and help them prepare and practice.

DATA PROCESSING MANAGERS ACADEMY CLASS PROJECT PROCESS

CHALLENGES

Below is a list of some "challenges" you may face while working on your class project:

- Scheduling time when entire team can meet.

Suggestion: Break into smaller working teams. Have entire class meeting monthly.

- Lack of individual commitment.

Suggestion: Air frustrations, communicate, MOVE ON.

- Finding the resources to keep the projects updated and to keep them going after the initial Academy sessions end.

Suggestions: Define alternatives early and open communication paths to get to on-going project support. SEEP has assisted with the on-going distribution of some of the prior class projects.

PRIOR ACADEMY CLASS PROJECTS

PRIOR ACADEMY CLASS PROJECTS

ACADEMY I - 1989

Project: **Design DPMA Logo**

Synopsis

The Academy I class project was to design the Data Processing Managers Academy logo used on DPMA correspondence and publications.

The project was selected from a list of projects developed by the class managers. One of the class members took the responsibility for getting a graphic artist to come up with various samples from which the class could choose.

**Final
Presentation**

There was no final presentation of the project, rather the class invited a guest speaker.

**Resources/
Funding**

Department of General Services provided the graphic artist time and materials. SEEP maintains the original drawing.

PRIOR ACADEMY CLASS PROJECTS

ACADEMY II - 1990

<u>Project:</u>	<u>Organize and present a Symposium on Emerging Technologies.</u>
Synopsis	<p>Academy II organized, staged and presented a symposium for on emerging IT trends and use of new technologies within State Departments.</p> <p>The symposium was held at CSUS and was <u>very well received</u> by the 100 State IT managers and executives attending.</p>
Final Presentation	<p>The conference consisted of a keynote speaker followed by breakout sessions for individual and specialized presentations. Class members did the presentations, registration and keynote address.</p>
Project Planning	<p>The one-day conference took about three months to organize.</p>
Resources/ Funding	<p>Resources were provided by the various class member departments.</p> <p>Costs for the symposium were covered by a ten dollar admittance fee from the attendees. The \$ 1000 generated covered all expenses for room, handouts, etc.</p>

PRIOR ACADEMY CLASS PROJECTS

Academy III - 1991

<u>Project:</u>	<u>Presentation to California Forum on Information Technology on CASE tools and IT information exchange.</u>
Synopsis	<p>Academy III prepared a multi-topic report and presentation at the California Forum for Information Technology (CFIT) annual meeting. The topics areas were;</p> <ul style="list-style-type: none"> • A survey on the use and value of CASE tools as a standard within the state • Development of processes and tools for state executives to exchange information on IT issues. Tools included development of an on-line Bulletin Board. <p>Note: Bulletin Board was put on-line. It was, however, taken off a year later by HWDC due to lack of use.</p>
Final Presentation	<p>The final presentation consisted of an oral presentation and a published report.</p> <p>An oral presentation was made to State IT executives and managers.</p> <p>A written report was prepared for the topic areas and distributed to CFIT members.</p>
Project Planning	Class members split into two teams. Each team developed its project plan and time line.
Resources/Funding	The class member departments helped with materials and staff time. HWDC and Teale helped fund the Bulletin Board development, set-up and administration.

PRIOR ACADEMY CLASS PROJECTS

ACADEMY IV - 1992

Project: **Develop an Information Technology Strategic Planning Tool Kit for Executives**

Synopsis The development of the IT Strategic Planning Tool Kit was driven by the new State requirements for information strategic planning. The final document was presented at the Government Technology Conference (GTC) in the Spring of 1993.

The project scope consisted of various methods and tools that could be used by organizations to meet basic IT strategic planning requirements. Surveys, flow charts and checklists were included in the final document.

Class members verified the product with the Office of Information Technology prior to publication, presentation, and distribution.

Final Presentation The final presentation of the project was made at the GTC conference by class members. Distribution of the document was made to CFIT members, GTC conference attendees, and State EDP managers interviewed for this project.

Project Planning The class divided itself into subgroups or teams with specific assignments. A class leader coordinated the group efforts.

Resources/Funding SEEP handled the distribution of the document.

The Employment Development Department, CalTrans and Legislative Counsel's office helped with printing.

The Department of Justice provided equipment, graphics and foils for the presentation and final document.

PRIOR ACADEMY CLASS PROJECTS

ACADEMY V - 1993

Project:

Academy V developed the following projects:

- * IT TRENDS REPORT**
- * A RESOURCE BOOK ON PAST DPMA CLASS MEMBERS**
- * DPMA ASSESSMENT REPORT**

Synopsis

Following is a brief description of each project.

IT Trends Report. The IT Trends Report discussed a variety of IT technologies and approaches used by State agencies.

Resource Book. The Resource Book included interviews and photos of Academy V class members and past DPMA class members. Each class member profile contained a synopsis of their academy experience and their IT specialty areas.

DPMA Assessment. The DPMA Assessment was a profile of academy graduates and an analysis of the information received by class members before they attended the academy. The assessment also contained a review of academy curriculum, a discussion of class projects, and recommendations for future academy courses.

Final Presentation

All three topics were presented in a oral presentation the class graduation. Each topic area was published and distributed. The IT Trends document was sent to all DPMA V class members and Senior IT managers in the State. The Resource Book was distributed to Academy V class members and past DPMA class members. The DPMA Assessment was sent to SEEP and Class V members.

Project Planning


Class members divided into three teams, each responsible for a topic area. The Resource Book and DPMA Assessment were completed by time of graduation. The IT Trends Report was distributed in the summer of 1994


Resources/Funding

Class member departments provided equipment, materials, and staff time for the final presentation and publications.


DPMA VI PARTICIPANTS


DPMA VI PARTICIPANTS

NAME:	Elaine C. Chavarria	
CIVIL SERVICE CLASSIFICATION:	DPM I	
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PROFS ID:	MWECG	
TELEPHONE NUMBER:	(916) 657-8177	
FAX NUMBER:	(916) 657-8563	
YEARS IN STATE SERVICE:	6	
YEARS IN DATA PROCESSING:	30	
EXPERTISE:	Management, Supervision, TQM, Computer Operations and networking	
MOST VALUABLE TRAINING:	The writing and public speaking classes gave me valuable training.	
ENJOYED MOST:	Super instructors, Linda Vanderwald and Amy Ackerman, and the Lake Tahoe retreat	
EXPERIENCE REGARDING DPMA:	Meeting new people and networking with them gave me a better perspective on how other managers manage.	
PERSONAL QUOTE - ACADEMY RELATED:	You get out of it what you put into it.	

NAME:	Amy Cox-O'Farrell	
CIVIL SERVICE CLASSIFICATION:	Staff Programmer Analyst (Supervisor)	
JOB TITLE:		
DEPARTMENT:	Department of Health Services	
ADDRESS:	744 P Street Sacramento, CA	
PROFS ID:	ACOXOFAR	
TELEPHONE NUMBER:	(916) 657-1564	
FAX NUMBER:	(916) 657-1322	
YEARS IN STATE SERVICE:	17	
YEARS IN DATA PROCESSING:	16	
EXPERTISE:	Project Management, administrative support, computer operations, recruitment, hiring, management, image technology, data base support	
MOST VALUABLE TRAINING:	Off-Site	
ENJOYED MOST:	Off-Site	
EXPERIENCE REGARDING DPMA:	Interacting/Networking with peers	
PERSONAL QUOTE - ACADEMY RELATED:		

DPMA VI PARTICIPANTS

<p>NAME:</p> <p>CIVIL SERVICE CLASSIFICATION:</p> <p>JOB TITLE:</p> <p>DEPARTMENT:</p> <p>ADDRESS:</p> <p>PROFS ID:</p> <p>TELEPHONE NUMBER:</p> <p>FAX NUMBER:</p> <p>YEARS IN STATE SERVICE:</p> <p>YEARS IN DATA PROCESSING:</p> <p>EXPERTISE:</p> <p>MOST VALUABLE TRAINING:</p> <p>ENJOYED MOST:</p> <p>EXPERIENCE REGARDING DPMA:</p> <p>PERSONAL QUOTE - ACADEMY RELATED:</p>	<p>Arnold Dallas</p> <p>DPM I</p> <p>Manager, Telecommunications Operations Unit Employment Development Department</p> <p>800 Capitol Mall, MIC 58-1T, Sacramento, CA 95814</p> <p>ADALLAS</p> <p>(916) 654-6442</p> <p>(916)653-4868</p> <p>28</p> <p>3</p> <p>Telecommunications, Administrative Services</p> <p>Russ Bohart's challenging speech at the first session, "Don't accept a NO answer when your project / proposal is valid. You're only limited by your willingness to give up."</p> <p>Public Speaking, Amy Ackerman and the famous stick figures! Interaction with talented associates.</p> <p>Meeting great people and the sharing of experiences. I appreciated the opportunities to network.</p> <p>Best personal growth opportunity I've experienced in years.</p>	
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<p>NAME:</p> <p>CIVIL SERVICE CLASSIFICATION:</p> <p>JOB TITLE:</p> <p>DEPARTMENT:</p> <p>ADDRESS:</p> <p>PROFS ID:</p> <p>TELEPHONE NUMBER:</p> <p>FAX NUMBER:</p> <p>YEARS IN STATE SERVICE:</p> <p>YEARS IN DATA PROCESSING:</p> <p>EXPERTISE:</p> <p>MOST VALUABLE TRAINING:</p> <p>ENJOYED MOST:</p> <p>EXPERIENCE REGARDING DPMA:</p> <p>PERSONAL QUOTE - ACADEMY RELATED:</p>	<p>Kevin D. Dickey</p> <p>DPM II</p> <p>Information Security Officer</p> <p>State Lottery</p> <p>600 North 10th Street, #242 Sacramento, CA 95814</p> <p>TSI (LOKDD)</p> <p>(916) 323-7042</p> <p>(916) 322-6068</p> <p>19</p> <p>19</p> <p>Operations, applications, operational recovery, information security, risk analysis, production control.</p> <p>Public Speaking</p> <p>How do we get from Here to There?</p> <p>Excellent opportunities to learn from and establish a network with other data processing professionals within the state.</p> <p>Individual participation and cooperation are essential to your success in the Academy.</p>	
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DPMA VI PARTICIPANTS

NAME: Leon Dixon
CIVIL SERVICE CLASSIFICATION: DPM II
JOB TITLE: MIDAS Project Manager
DEPARTMENT: Department of Social Services
ADDRESS: 1414 K Street, Sacramento, CA
PROFS ID: LDIXSON
TELEPHONE NUMBER: (916) 445-0567
FAX NUMBER: (916) 327-5526
YEARS IN STATE SERVICE: 25
YEARS IN DATA PROCESSING: 4
EXPERTISE: Project Management, administrative support, procurement, vendor management / negotiation, interaction with funding and control agencies
MOST VALUABLE TRAINING: Academy Off-Site DP Executive and control agency presentations
ENJOYED MOST: Presentations to class sponsors at Off-Site
EXPERIENCE REGARDING DPMA: Networking opportunities were great.
PERSONAL QUOTE - ACADEMY RELATED: The class sponsors and managers are genuinely interested in improving the quality of DP management in general and in our success specifically.



NAME: Ray Ford
CIVIL SERVICE CLASSIFICATION: Senior Information Systems Analyst
JOB TITLE: Telecom Analyst
DEPARTMENT: Department of Motor Vehicles
ADDRESS: 2415 First Avenue, Sacramento, CA, 95818
PROFS ID: MWRJF
TELEPHONE NUMBER: (916) 657-5656
FAX NUMBER: (916) 657-7102
YEARS IN STATE SERVICE: 20
YEARS IN DATA PROCESSING: 20
EXPERTISE: Telecommunications - voice; Computer Operations; Legislative Bill Analysis
MOST VALUABLE TRAINING: Granlibakken experience
ENJOYED MOST: Information and experience sharing between Academy participants
EXPERIENCE REGARDING DPMA: Interacting/Networking with peers
PERSONAL QUOTE - ACADEMY RELATED: Tomorrow is the next challenge



DPMA VI PARTICIPANTS

NAME: Mary Hanson
CIVIL SERVICE CLASSIFICATION: DPM I
JOB TITLE: Manager, Telecom Technology Unit
DEPARTMENT: Employment Development Department
ADDRESS: 800 Capitol Mall, MIC-58-2S, Sacramento, CA 95814
PROFS ID: MHANSON@HW1
TELEPHONE NUMBER: (916) 654-5181
FAX NUMBER: (916) 654-9035
YEARS IN STATE SERVICE: 15
YEARS IN DATA PROCESSING: 12
EXPERTISE: Telecommunications fro voice/data networks, voice mail, budgeting and planning strategies. Automated technologies.
MOST VALUABLE TRAINING: Public Speaking
ENJOYED MOST: Van Write Class
EXPERIENCE REGARDING DPMA: I thought the training and gaining expertise from the other classmates a most rewarding experience



PERSONAL QUOTE - ACADEMY RELATED: Thanks to all my classmates for the insight and knowledge about yourselves and respective Departments. I no longer have to 'go it alone'. You are a wonderful resource.

NAME: Cheryl Hotaling
CIVIL SERVICE CLASSIFICATION: System Software Specialist I.
JOB TITLE: Technical Support Manager
DEPARTMENT: State Controller's Office
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TELEPHONE NUMBER: (916) 322-1135
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YEARS IN STATE SERVICE: 14
YEARS IN DATA PROCESSING: 7
EXPERTISE: Application Development, MVS Operating System Software
MOST VALUABLE TRAINING: Public Speaking
ENJOYED MOST: Working on class project and working on team presentation.
EXPERIENCE REGARDING DPMA: Gave me insight into my goals and provided me additional skills to meet those goals.



PERSONAL QUOTE - ACADEMY RELATED:

DPMA VI PARTICIPANTS

NAME: Rick Keefer
CIVIL SERVICE CLASSIFICATION: DPM I
JOB TITLE: Project Manager,
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YEARS IN STATE SERVICE: 19
YEARS IN DATA PROCESSING: 15
EXPERTISE: Applications Design & Development, Database Design, Project
 Management, UNISYS mainframe and Digital VAX systems.
MOST VALUABLE TRAINING: Public Speaking, Van Write class.
ENJOYED MOST: Class off-site.
EXPERIENCE REGARDING DPMA: Gave some insight on what is happening in data processing in
 other departments and how they are handling or attempting to
 handle their day to day responsibilities.

PERSONAL QUOTE -
ACADEMY RELATED: The Academy is an opportunity to meet and share experiences,
 ideas and even failures with other DP managers, outside of your
 normal working environment.

NAME: Arleeta Krowlikowski
CIVIL SERVICE CLASSIFICATION: Staff Information
 Systems Analyst
 (Supervisor)
JOB TITLE:
DEPARTMENT: Department of Health
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 399, Sacramento, CA
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YEARS IN STATE SERVICE: 19
YEARS IN DATA PROCESSING: 19
EXPERTISE: Management, supervision, application maintenance and
 development
MOST VALUABLE TRAINING: Effective Presentations, Role of the DP Manager
ENJOYED MOST: Networking and sharing experiences
EXPERIENCE REGARDING DPMA: DPMA challenges us to overcome our paradigms and recognize
 that we can effect major changes in State Government.

PERSONAL QUOTE -
ACADEMY RELATED: Individual participation and cooperation are essential to your
 success in the Academy.

DPMA VI PARTICIPANTS

NAME: John Logan
CIVIL SERVICE CLASSIFICATION: DPM I
JOB TITLE: Chief, Applications Development and Support
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YEARS IN STATE SERVICE: 14
YEARS IN DATA PROCESSING: 11
EXPERTISE: Database Applications, primarily mainframe
MOST VALUABLE TRAINING: Van Write Class
ENJOYED MOST: Van Write
EXPERIENCE REGARDING DPMA: I have really enjoyed networking with my peers.
PERSONAL QUOTE -
ACADEMY RELATED: People before process, process before product.



NAME: William J. "Bill" Neidigh
CIVIL SERVICE CLASSIFICATION: DPM I
JOB TITLE: Chief, Engineering Applications Branch
DEPARTMENT: Department of Transportation
ADDRESS: 1120 N Street,
Sacramento, CA
95814
PROFS ID: TR1(NEIDIGH)
TELEPHONE NUMBER: (916) 654-3417
FAX NUMBER: (916) 654-5176
YEARS IN STATE SERVICE: 3.5
YEARS IN DATA PROCESSING: 14
EXPERTISE: Engineering Applications on Unix Workstations, computer-aided drafting and design (CADD), FORTRAN, COBOL, and some C applications.
MOST VALUABLE TRAINING: Officer Training School - US Air Force. Van Write at DPMA.
ENJOYED MOST: Van Write
EXPERIENCE REGARDING DPMA: Very rewarding: has helped me refocus on where we're going and my part in it.
PERSONAL QUOTE -
ACADEMY RELATED: Doing nothing is worse than doing something wrong; you learn by doing and we learn more from our mistakes.



DPMA VI PARTICIPANTS

NAME: Valerie O'Connor
CIVIL SERVICE CLASSIFICATION: Staff Programmer Analyst (Supervisor)
JOB TITLE: Data Processing Manager
DEPARTMENT: Department of General Services
ADDRESS: 1500 Fifth street, Suite 116, Sacramento CA 95814
PROFS ID: TS1A(GSCALVAL)
TELEPHONE NUMBER: (916) 322-3275
FAX NUMBER: (916) 445-7791
YEARS IN STATE SERVICE: 16
YEARS IN DATA PROCESSING: 16
EXPERTISE: Novell LANs, WANs, LAN support, project management, supervision, procurement, systems analysis
MOST VALUABLE TRAINING: Granlibakken experience & Public Speaking Class.
ENJOYED MOST: Win-Win Negotiations Class
EXPERIENCE REGARDING DPMA: Enjoyed working with other DP professionals and hearing about their experiences.
PERSONAL QUOTE - ACADEMY RELATED: "We judge ourselves by the best intentions; We judge others by the poorest performance." David Tansey, Ethics speaker, Granlibakken



NAME: Ronald M. Onodera
CIVIL SERVICE CLASSIFICATION: DPM II
JOB TITLE: Support Services Administrator
DEPARTMENT: Employment Development Department
ADDRESS: 2000 Evergreen, Sacramento, CA
PROFS ID: RONODERA
TELEPHONE NUMBER: (916) 654-9911
FAX NUMBER: (916) 654-9000
YEARS IN STATE SERVICE: 21
YEARS IN DATA PROCESSING: 4
EXPERTISE: Structured Methodology, CASE, Project Management, Budget and Fiscal, Feasibility Study Reports, Contracts, management analysis, human resource management.
MOST VALUABLE TRAINING: Presentation Skills
ENJOYED MOST: Presentation Skills
EXPERIENCE REGARDING DPMA: Networking with other DP managers.
PERSONAL QUOTE - ACADEMY RELATED: A little BS can take you to the top, but it can't keep you there.



DPMA VI PARTICIPANTS

NAME: Keith Parker
CIVIL SERVICE CLASSIFICATION: Staff Programmer
Analyst (Supervisor)
JOB TITLE: System Team Leader
DEPARTMENT: Department of General
Services
ADDRESS: 501 J Street, Suite 350,
Sacramento, CA 95814
PROFS ID:
TELEPHONE NUMBER: (916) 322-1028
FAX NUMBER: (916) 445-5526
YEARS IN STATE SERVICE: 11
YEARS IN DATA PROCESSING: 10
EXPERTISE: Database design; Application Development Process; Project
Implementation
MOST VALUABLE TRAINING: VanWrite Writing Workshop
ENJOYED MOST: Meeting peers in a noncompetitive environment
EXPERIENCE REGARDING DPMA: Most enlightening
PERSONAL QUOTE -
ACADEMY RELATED: "People before process, process before product" Greg Schuett,
DPMA Academy VI



NAME: Doug Ralston
CIVIL SERVICE CLASSIFICATION: Staff Information
Systems Analyst
JOB TITLE: Manager, Applications
Services Unit,
Information
Management Branch
DEPARTMENT: Calif. Integrated Waste
Management Board
ADDRESS: 8800 Cal Center Drive,
Sacramento, CA 95826
PROFS ID: IWM(DRALSTON)
TELEPHONE NUMBER: (916) 255-1060
FAX NUMBER: (916) 255-2228
YEARS IN STATE SERVICE: 18
YEARS IN DATA PROCESSING: 2
EXPERTISE: Project Management, Systems Development Life Cycle
MOST VALUABLE TRAINING: Effective Presentations, Granlibakken Off-Site
ENJOYED MOST:
EXPERIENCE REGARDING DPMA: A wonderful experience that enhances management and
leadership skills while forming friendships with other DP
professionals.
PERSONAL QUOTE -
ACADEMY RELATED: The future belongs to managers who think creatively. -
Granlibakken off-site.



DPMA VI PARTICIPANTS

NAME: Joyce Sanderson
CIVIL SERVICE CLASSIFICATION: DPM II
JOB TITLE: Operations Support
 Branch Manager
DEPARTMENT: Health and Welfare
 Data Center
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 Sacramento, CA,
 95818-7092
PROFS ID: HW1(JSANDERS)
TELEPHONE NUMBER: (916) 739-7508
FAX NUMBER: (916) 739-7773
YEARS IN STATE SERVICE: 15
YEARS IN DATA PROCESSING: 13
EXPERTISE: Organization Design, Project Management, Coaching
MOST VALUABLE TRAINING: Public Speaking, VanWrite
ENJOYED MOST: Granlibakken off-site -- very intensive and a chance to get to know other academy members better.
EXPERIENCE REGARDING DPMA: A great opportunity to share with other IT professionals and develop a support network.
PERSONAL QUOTE - ACADEMY RELATED: When you act happier than you are, you increase your happiness.



NAME: Greg Schuett
CIVIL SERVICE CLASSIFICATION: DPM I
JOB TITLE: Manager, Business and
 Systems Planning
DEPARTMENT: Department of Forestry
 and Fire Protection
ADDRESS: 1021 O Street, Room
 A205, Sacramento, CA
 95814
TELEPHONE NUMBER: (916) 324-3369
FAX NUMBER: (916) 324-3371
YEARS IN STATE SERVICE: 14
YEARS IN DATA PROCESSING: 8
EXPERTISE: Enterprise architecture planning, Business process analysis and design
MOST VALUABLE TRAINING: Granlibakken off-site -- "Surviving the '90s"
ENJOYED MOST: Van Write Writing Workshop
EXPERIENCE REGARDING DPMA: Think of it as the Matterhorn, except that height has nothing to do with whether they let you board or not. "You must be this dedicated to ride this ride" says the sign at the boarding station, and you'd better believe it before handing your ticket to the attendant. Like the Matterhorn, DPMA is not for the faint-of-heart. You're asked to commit time you don't have, resources you don't have, and patience you don't have. But really, it's worth it. Despite the bumps and bruises, when the ride ends you may be surprised to find that you had a good time, made some good friends, and found the difference between a job and a career. It's up to you, of course. You can get on and ride or stand and watch; it's your ticket.
PERSONAL QUOTE - ACADEMY RELATED: "Every winner was once a beginner" - Dr. Denis Waitley



DPMA VI PARTICIPANTS

NAME: Noel F. Seely
CIVIL SERVICE CLASSIFICATION: Staff Programmer Analyst
JOB TITLE: Computer Kahuna
DEPARTMENT: Consumer Affairs / Contractors License Board
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TELEPHONE NUMBER: (916) 255-4031
FAX NUMBER: (916) 364-0130
YEARS IN STATE SERVICE: 16
YEARS IN DATA PROCESSING: 13
EXPERTISE: IBM PC's LANs, Digital Sound, Assembly, Clipper, Database Design and OOP.
MOST VALUABLE TRAINING: Van Write Class
ENJOYED MOST: The class team building and brainstorming activities.
EXPERIENCE REGARDING DPMA: The networking opportunities with so many others in my career field have helped me clarify part of my personal mission statement.
PERSONAL QUOTE - ACADEMY RELATED: Not everything that can be counted counts, and not everything that counts can be counted




NAME: Candy Sheehan
CIVIL SERVICE CLASSIFICATION: Senior Programmer Analyst (Supervisor)
JOB TITLE: Century Project Manager
DEPARTMENT: State Controller's Office
ADDRESS: 300 Capitol Mall Sacramento, CA, 95814
PROFS ID: PSCAN@CO1
TELEPHONE NUMBER: (916) 324-7281
FAX NUMBER:
YEARS IN STATE SERVICE: 18
YEARS IN DATA PROCESSING: 15
EXPERTISE: Managing application system
MOST VALUABLE TRAINING:
ENJOYED MOST: Effective Oral Presentation - This class was informative, fun and applicable. The instructor and the students supported and encouraged the presenters.
EXPERIENCE REGARDING DPMA:
PERSONAL QUOTE - ACADEMY RELATED:



DPMA VI PARTICIPANTS

<p>NAME:</p> <p>CIVIL SERVICE CLASSIFICATION:</p> <p>JOB TITLE:</p> <p>DEPARTMENT:</p> <p>ADDRESS:</p> <p>PROFS ID:</p> <p>TELEPHONE NUMBER:</p> <p>FAX NUMBER:</p> <p>YEARS IN STATE SERVICE:</p> <p>YEARS IN DATA PROCESSING:</p> <p>EXPERTISE:</p> <p>MOST VALUABLE TRAINING:</p> <p>ENJOYED MOST:</p> <p>EXPERIENCE REGARDING DPMA:</p> <p>PERSONAL QUOTE - ACADEMY RELATED:</p>	<p>Suzanne M. Slayton</p> <p>Staff Programmer Analyst Supervisor Manager, Client Systems Services</p> <p>Department of Education</p> <p>515 L Street, Rm. 250, Sacramento, CA 95814</p> <p>EDDSNSS9</p> <p>(916) 323-1564</p> <p>(916) 322-3257</p> <p>13</p> <p>9</p> <p>Total Quality Management, system maintenance, project management and control, client support, Feasibility Study Report Writing, system design.</p> <p>Effective Oral Presentation</p> <p>Effective Oral Presentation</p> <p>I've enjoyed the inter-reaction among the group. This is my first experience networking with managers outside my work group and it's been very rewarding.</p> <p>We aren't to the technology answer yet. Be prepared to push a lot of equipment off the dock before we get there - Russ Bohart - HWDC</p>	
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<p>NAME:</p> <p>CIVIL SERVICE CLASSIFICATION:</p> <p>JOB TITLE:</p> <p>DEPARTMENT:</p> <p>ADDRESS:</p> <p>PROFS ID:</p> <p>TELEPHONE NUMBER:</p> <p>FAX NUMBER:</p> <p>YEARS IN STATE SERVICE:</p> <p>YEARS IN DATA PROCESSING:</p> <p>EXPERTISE:</p> <p>MOST VALUABLE TRAINING:</p> <p>ENJOYED MOST:</p> <p>EXPERIENCE REGARDING DPMA:</p> <p>PERSONAL QUOTE - ACADEMY RELATED:</p>	<p>Alice Smith</p> <p>DPM I</p> <p>DMVA VR/DSA Manager</p> <p>Department of Motor Vehicles</p> <p>2415 1st Ave. D142, Sacramento, CA 95818</p> <p>MWAES</p> <p>(916) 657-7098</p> <p>(916) 657-7999</p> <p>31</p> <p>13</p> <p>IBM Series 1, Client/Server with Visual Basic and SQL Server Van Write Class</p> <p>Learning how other agencies operate and seeing what situations occur in all agencies.</p> <p>Enjoyed experiencing how a very diverse group of people worked together to get a project completed.</p> <p>Being chosen to attend the academy was a real honor and an experience I will always treasure.</p>	
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DPMA VI PARTICIPANTS

NAME:	Shayne Sutton	
CIVIL SERVICE CLASSIFICATION:	Staff Programmer Analyst Supervisor	
JOB TITLE:	Technical Project Manager	
DEPARTMENT:	Department of Corrections	
ADDRESS:	1515 S Street, Rm. 221- N, Sacramento, CA 94283-0001	
PROFS ID:	CORR(ssutton)	
TELEPHONE NUMBER:	(916) 323-0219	
FAX NUMBER:	(916) 324-4860	
YEARS IN STATE SERVICE:	18	
YEARS IN DATA PROCESSING:	14	
EXPERTISE:	Mainframe Application Developer, Technical Support Project Manager, Mainframe, Mini, and Personal Computer application development and support Project Manager.	
MOST VALUABLE TRAINING:	The Communication seminars and workshops were great! I especially enjoyed the Public Speaking and Van Write workshops.	
ENJOYED MOST:	The opportunity to meet and work on projects with other IT professionals was very rewarding.	
EXPERIENCE REGARDING DPMA:	The DPMA program helped broaden my IT knowledge and skills. In turn, this has helped me become more effective in my role as an IT Manager.	
PERSONAL QUOTE - ACADEMY RELATED:	No doubt about it, participation in the program requires a major commitment of both time and energy. However, the benefits and skills gained from the program far outweigh the effort expended.	

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RESOURCE LIST

RESOURCE REVIEWS

This section contains a collection of resource reviews. One or more members of the DPMA VI class reviewed and recommended each resource that follows. The Resource Review Team solicited all members of the class to submit recommendations for all materials they felt were noteworthy. We requested reviews of material that was above average in value or addressed an unfilled need. Lastly, we asked that the reviewers possess first-hand knowledge of the material or its effect on staff, products, or services.

The team thanks all contributors to this section. We believe this effort has helped us achieve two of the academy's main goals: to improve our data processing, management, and leadership skills, and to strengthen our network of mutual support. We hope the reviews stimulate your interest enough that you will add the material to your own training program or organization's library, and ultimately we hope the material helps you achieve your goals.

RESOURCE LIST

Title:	THE ABILENE PARADOX (& OTHER SERMONS)
Medium:	Book
Author:	Dr. Jerry B. Harvey
Publisher:	
Source:	Book store, Libraries
Price:	Free from library
Intended Audience:	Everyone
Prerequisites:	None
Reviewer:	Noel F. Seeley
Synopsis:	This book is a collection of 'sermons' by Dr. Jerry B. Harvey, professor of Management Science at George Washington University. The sermons are humorous on the surface but contain serious ethical admonitions. Besides 'The Abilene Paradox', the book also features: 'The Myth of Abraham', 'Eichmann in the Organization', 'Phrog Farms', 'The Gunsmoke Phenomenon', and several others. In these sermons, Dr. Harvey questions the morality and or sanity of many common business practices and acts of omission.

Evaluation/Recommendation:

If you conduct your daily business in a pragmatic frame of mind rarely if ever contemplating the philosophical basis or implications of your decisions, then this book is for you. Unless you have an unshakable faith that "whoever dies with the most toys wins", you will enjoy reading and profit from this book.

RESOURCE LIST

Title:	PLEASE UNDERSTAND ME
Medium:	Book
Author:	David Keirsev and Marilyn Bates
Publisher:	Prometheus Nemesis Book Company P.O. Box 2748, Del Mar, CA 92014
Source:	Book stores or direct from the publisher
Price:	\$11.95
Intended Audience:	Everyone
Prerequisites:	None
Reviewer:	Mary E. Hanson
Synopsis:	The premise of this book is that people are different from each other and that no amount of nagging, cajoling or threatening is going to change them. It also builds upon the reasoning that there is no mandate to change individuals, because differences among people are good, not bad. The book begins with a six-page self test called the "Keirsev Temperament Sorter" (based on the Myers-Briggs Type Indicator Test). After taking the test, one scores their answers and then identifies one of sixteen basic types of temperament styles with which they most closely align themselves. These sixteen styles have such qualities as Introversion, Extroversion, Sensation, Intuition, Thinking, Feeling, Perceiving and Judging. The remainder of the book discusses these eight traits and how they group together to form an individual's basic temperament type. Additional chapters deal with Mating and Temperament, Temperament in Children and Temperament in Leading.

Evaluation/Recommendation:

Anyone who deals with others can benefit from this book. I believe it helped me in my personal as well as may work life. Every individual has different motives, purposes, aims and values by which they live. Not only do they want different things, they believe differently. I think the payoff to reading this book is that one can look at their colleagues, spouse or child and accept them as a different person - someone may not quite understand, but someone can gradually come to appreciate. My group manager made this required reading for his unit managers because he believed the team effort approach we use in our office necessitated acceptance for each individual by the others. Because I was so impressed with this text, I subsequently copied the test and personality types for each of my staff members and asked them tom take the test to learn about themselves. Each of them was surprised how close the evaluation came to explaining their values and beliefs. We devoted one entire staff meeting to evaluating our differences and commonalties, and each person came away with a new focus on themselves and others. I highly recommend this book for anyone who wants to know what makes people "tick".

Title: **DECLINE AND FALL OF THE AMERICAN PROGRAMMER**

Medium: Book

Author: Edward Yourdon

Publisher: Yourdon Press, Prentice Hall

Source: Books

Price: \$12.00

Intended Audience: Software Programmers, Applications Development Managers or anyone interested in Information Systems Management.

Reviewer: Doug Ralston

Synopsis: The profession of software engineering is changing drastically with new technologies emphasizing improved quality and productivity. Yourdon reviews the condition of software engineering in the U.S. and describes six technologies whose implementation hold the key to success for the American software industry. The technologies are:

- * Object Oriented Methods
- * CASE Tools
- * Software Quality Assurance
- * Structured Methods
- * Software Metrics
- * Re-engineering

Also discussed are issues such as hiring practices, training, staff motivation and teamwork.

Evaluation / Recommendation:

This book is an excellent primer on the emerging software issues and technologies. A chapter is devoted to each new technology or method. It is written in a clear and non technical style with humor and "war stories" to illustrate the points of how to achieve world class software quality. Yourdon describes the threat to American software industry which is not focused on embracing new techniques and methods listed above. He discusses in detail the steps needed to change, provides models and clearly explains some of the myths, pitfalls and opportunities presented by new approaches to software development in the 1990's.

As Applications Development manager, I have found this book to be a constant source of information and insight to emerging trends and solid concepts of software development. An excellent reference book on all facets of software development.

RESOURCE LIST

Title: **THE CUCKOO'S EGG**

Medium: Book

Author: Cliff Stoll

Publisher: Pocket Books/Simon Schuster

Source: Book Store

Price: \$5.99

Intended Audience: General

Reviewer: Ray Ford

Synopsis: A \$.75 accounting error alerted the author to the presence of an unauthorized user on his computer system at Lawrence Berkeley Labs. A 'Hacker' was invading hundreds of computer systems throughout the country stealing military and security information. This is a story of the hunt and capture of the invader.

Evaluation/Recommendation:

Very easy reading, not dry or bland. Humorous and witty story of a 'little man' trying to get government cooperation and attention. A non-fiction story that reads like a spy novel.

Title: **WHEN I SAY NO, I FEEL GUILTY**

Medium: Book

Author: Manuel J. Smith, Ph.D.

Publisher: Bantam Books

Source: Book Store

Price: \$5.00

Intended Audience: People who have trouble saying 'NO'.

Reviewer: Alice Smith

Synopsis: The book is designed to improve communication skills and teach techniques to deal with difficult people.

Evaluation/Recommendation:

I read this book in 1984 and found it contained interesting techniques to use when dealing with manipulative people. The book has a 'Bill of Assertive Rights' which is summed up with YOU HAVE THE RIGHT TO SAY NO WITHOUT FEELING GUILTY. The book provides techniques to help control people who wish to impose themselves on others. The books also provides some effective ways to deal with criticism. I found the sample dialogues used in the book to be extreme but the concepts that were expressed by the examples were very clear and easily translatable to real world situations.

Title: **THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE**

Medium: Book (Also available on audio, video, and as a seminar)

Author: Stephen R. Covey

Publisher: Simon & Schuster

Source: Any book store

Price: \$12.00 (paper back)

Intended Audience: EVERYONE

Prerequisites: none

Reviewer: Noel F. Seely

Synopsis:

This tome offers a refreshing holistic approach to improving the quality and effectiveness of literally every aspect of one's life. Dr. Covey reveals the seven habits in as many chapters with inspirational anecdotes and case histories. The "7 Habits" differs from many popular "how to be successfully at..." programs in several ways. It builds on a foundation of correct first principles rather than a collection of pragmatic situational techniques. It focuses on developing a fundamental character rather than polishing a superficial personality. The book contains a wealth of guidance for incorporating the habits on the job, in community service, and at home.

Evaluation/Recommendation:

Anyone who sees room for improvement at work or at home should read this book. I took the "7 Habits" seminar in early 1993 along with most of the office staff where I worked part-time. The office manager was already living the habits to a high degree when he authorized the entire staff to take the seminar along with some required TQM training. Several participants reminded me of the adage: "You can lead a horse to water..." However, most of us took the habits to heart - at our own pace. The habits are not a quick fix for any problem; habits, after all, take a long time to become habits. Nevertheless, shortly after the seminar our networking showed dramatic improvement. Today, quality and productivity continue to improve. As part of my commitment to develop the habits further I recently read the book. I believe there is something in it for everyone. Time management, task delegation, and win-win negotiations are just a few of the areas where effectiveness will improve as the habits are practiced. Lastly, since the habits form the foundation for successful networking, I recommend the book as a supplement to the DPMA classes.

Title: **PRINCIPLE-CENTERED LEADERSHIP**

Medium: Book

Author: Stephen R. Covey

Publisher: Summit Books

Source: Book Store

Price: \$10.00-\$12.00(Hardback)

Intended Audience: Everyone

Prerequisites: None

Reviewer: Keith Parker

Synopsis: This book serves as a guide to professional success and personal fulfillment. It invites readers to center their lives and leadership around timeless principles. Stephen demonstrates how no person or organization can be content to stay where they are. He explains how goals of excellence and total quality express an innate human need for progress in personal, interpersonal, and organizational life.

Evaluation/Recommendation:

Anyone who has read '7 Habits' would find this material as an extension to his earlier work. The literature describes concepts and principles and provides examples as supporting elements. The reading is somewhat "dry" and I found it best if read chapters at a time.

Title:	THE DEMING MANAGEMENT METHOD
Medium:	Book
Author:	Mary Walton
Publisher:	Putnam Publishing Group
Source:	Bookstore
Price:	\$10.00-\$15.00 (softback)
Intended Audience:	Executives; Managers; Anyone interested in changing the way they do business.
Prerequisites:	None
Reviewer:	Keith Parker
Synopsis:	This resource provides specific ideas with examples for improving business processes. This book supplies 14 areas for improvements and 7 areas to avoid. Most importantly, it describes how to analyze processes and make objective, data-based decisions.
Evaluation/Recommendation:	<p>This is one of the most useful books for those looking for "how" to improve. I highly recommend it for those having a problem locating the source of the real problem (not just the symptoms). It includes methods of measurement necessary to make data-based decisions.</p>

Title: **ZAPP!**

Medium: Book

Author: William C. Byham, with Jeff Cox

Source: Any bookstore

Price: \$10.00

Intended Audience: Supervisors, Managers

Prerequisites: None

Reviewer: Elaine Chavaria

Synopsis:

This book deals with empowerment and how easy it is to achieve. It tells of specific strategies designed to empower your employees daily. Zapp shows you how to encourage responsibility, acknowledgment, and creativity giving employees the feeling they "own" their jobs. The techniques learned in Zapp can help you pursue any number of business goals.

Evaluation/Recommendation:

This book is written as a fable and is fast and easy to read. I found it amusing and completed it in one evening. It gave me knowledge on how empowerment can be implemented and pitfalls to be aware of. At the end of each chapter there is a section called "Joe Mode's Notebook" which summarizes the points the chapter has just talked about. I found these sections to be a valuable reference source and marked them so I could easily refer back to them. This is worthwhile reading that will give you knowledge to start putting empowerment into action. This book is a good addition to anyone's library.

Title:	A WHACK ON THE SIDE OF THE HEAD AND CREATIVE WHACK PACK
Medium:	Paperback Book and Playing Cards
Author:	Roger Von Oech
Publisher:	U.S. Games Systems, Inc.
Source:	Most Book Stores (e.g. Tower)
Price:	under \$30.00
Intended Audience:	Anyone wishing to think more creatively
Prerequisites:	None
Reviewer:	Amy Cox-O'Farrell
Synopsis:	<p>The book and cards are a fun way to get a different perspective. The book discusses many different approaches to viewing an opportunity or problem. The cards consist of 64 different strategies. Some highlight places to find new information, some provide techniques to generate new ideas, some lend decision making advise.</p>
Evaluation/Recommendation:	<p>Even though it's not required, I recommend reading the book prior to working with the cards. If you're looking for something different - this is the material for you. However, you must be committed (temporarily) to changing your way of thinking. The material can be used by an individual or by a team (the team approach is a lot of fun).</p>

Title: **BREAKTHROUGH THINKING**

Medium: Book

Author: Gerald Nadler & Shozo Hibino

Publisher: Prima Publishing (Rocklin, CA)

Source: Book Stores, or Library

Price: \$23.00

Intended Audience: Managers, Facilitators, and thinkers

Prerequisites: None

Reviewer: Noel F. Seeley

Synopsis:

Have you ever wondered why truly innovative ideas are so rare? The authors of Breakthrough Thinking believe it is largely because of the way we define and go about solving problems. In their book, Nadler And Hibino recommend seven problem solving principles and laboriously explain how they will increase the chances of a great solution and decrease the odds of a dumb one. The principles incorporate many of the current popular and successful management ideas; I recognized many of Dr. Covey's and Dr. Deming's principles. There are also plenty of real life examples.

Evaluation/Recommendation:

I felt the book was too long, but the principles were worth learning. Unless Reader's Digest rewrites the book, I recommend the original. You may avoid the right answer to the wrong problem and find a brilliant solution to the real problem.

Title: **The Abilene Paradox**

Medium: Video

Author: Dr. Jerry B. Harvey

Publisher: CRM Films

Source: American River J.C. Library
CRM Films (1-800-421-0833)

Price: Free From library

Intended Audience: Everyone

Prerequisites: None

Reviewer: Elaine Chavaria

Synopsis:

This video features Dr. Jerry B. Harvey, professor of Management Science at George Washington University. Based on his best-selling book, *The Abilene Paradox*, Dr. Harvey explains mismanaged agreement within groups - where a condition of poor communication causes counterproductive decisions. The paradox is that not all group members are in agreement, but go along with decisions they think the rest of the group does agree. Dr. Harvey helps you identify the phenomenon and gives strategies for coping with it.

Evaluation/Recommendation:

This excellent video demonstrates why group "consensus" is not always what appears to be. It demonstrates through real life situations how incorrect decisions are being made on the concept that group members are in consensus. This video clearly shows how easy it is to make wrong decisions for the right reason. This video tells how group members can voice their true opinions and reach a true consensus. This video is entertaining as well as educational and really gets its point across. I have seen this movie at least three times and have learned something from it each time. I highly recommend this video.

Title: **Human Edge Video Series Tapes**

Medium: Video

Author: Dr. Jennifer James

Publisher:

Source: Double Vision Studios
1-800-748-6511

Price:

Intended Audience:

Prerequisites: None

Reviewer: Joyce Sanderson

Synopsis:

The series includes:

- Building A Quality Perspective: Survival Skills For The 90's
- Changing Values: Moving Toward The Future
- Hire The One With The Turban: Cultural Diversity In The 90's
- From Caves To Conference Rooms: Men & Women in the Work place

As a cultural anthropologist, Dr. Jennifer James studies belief systems, which she defines as cultural filters, and how society makes us sick (culture and illness). In these tapes, she presents compelling reasons to reverse our belief systems to create a more positive, healthy environment and improve our individual lives. Briefly, she talks about:

- How negative beliefs hamper the quality effort
- Orientation to the world & how to perceive it
- Openness to new ideas
- Willingness to make a commitment
- Tools and action for change
- Importance of safety and how to get it
- Four basic approaches to change (from visionaries to boiled frogs)
- What "empowerment" means
- Barriers and how to overcome them
- Values and self-esteem
- New definitions of success
- Cultural diversity as both our greatest strength and weakness
- Respect vs. insensitivity and harassment

Title: **YOU DON'T HAVE TO GO HOME FROM WORK EXHAUSTED**

Medium: Book

Author: Ann McGee-Cooper

Publisher: Bantam Books

Source: Book Store, Public Library

Price: \$10 (paperback)

Intended Audience: EVERYONE

Prerequisites: none

Reviewer: Arleeta Krolkowski

Synopsis:

After several years as a time management consultant and writing Time Management for Unmanageable People, Ann McGee-Cooper realized that finding enough time in the day just wasn't enough. She could teach clients how to budget time for a big project at 2:00 PM. But if they didn't have a good reserve of energy stored up, the project either dragged on forever or was done in a mediocre fashion.

Ann McGee-Cooper and Associates, Inc. began to research how to maintain and maximize one's energy, productivity, and zest for life each day of the year. This book presents ideas and strategies for increasing your energy level and your productivity at work and at home.

Evaluation/Recommendation:

Although it takes more than a book and twenty-one days to change your life-style, this book is filled with suggestions for balancing work and play, reducing stress, having more fun, and being more innovative, creative and positive in seeing your options when making decisions. I recommend this book to anyone who juggles multiple roles but questions if there is a better way to get life and work in balance.

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